



FEDERAL MEDIATION & CONCILIATION SERVICE
(FMCS)



" Value Added Leadership "
International Association of Fire Fighters

IAFF
AFL-CIO, CLC



Orlando, FL



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Let's look at our Conference Agenda





Two questions for you

- 1. Do individuals have VALUES?*
- 2. Do organizations have VALUES?*

What are they?

How do you know

(handout IAFJ Mission Statement)



What are the VALUES of Organized Labor?

- Solidarity?
- Seniority?
- Equity?
- Safety?
- Harmony?
- Growth?
- Teamwork?
- ??????



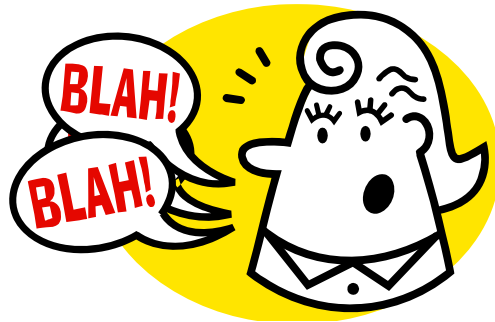


When we communicate
verbally, what is the
relationship between
these three factors?

words we choose

tone of voice we use

body language we display





Study of *Communication*

Dr. Albert Mehrabain, Psychology Professor, UCLA

**Our effectiveness in
communicating
depends...**

- **7% on the words we
choose**
- **38% in the tone of voice
we use and**
- **55% from our body
language**

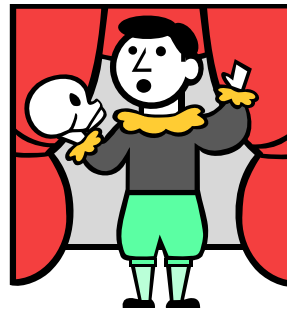




Who knows this

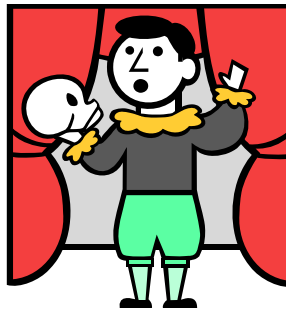
Words - Tone of Voice - Body Language

relationship better than any of us?





Who knows this
Words - Tone of Voice - Body Language
relationship better than any of us?



Actors
Public Speakers
Politicians
Salespersons
Stand-up comics



Let's put "Leadership" in the proper perspective.....

**It is one of the four (4) pillars that
contributes to or detracts from**

an organization's effectiveness.....

**In other words, "leadership" does not
exist in a vacuum !!**



ORGANIZATIONAL EFFECTIVENESS

Four Pillars

1. Leadership
2. Process
3. People Systems
4. Workplace Culture





ORGANIZATIONAL EFFECTIVENESS

Four Pillars

1. Leadership
2. Process
3. People Systems
4. Workplace Culture



..... Let's talk about each of these

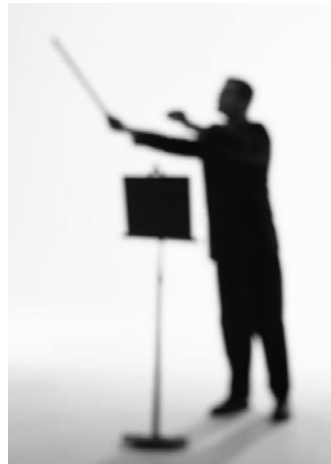
(handout....Organizational Pillars)



Now a question for you.....

What was the last book you read on
"Leadership?"

**Hmmmmmm.....so as leaders, why
don't we study "leadership?"**

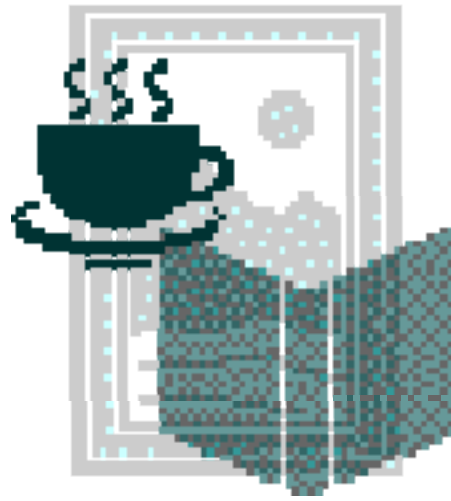




Recommended reading on the subject of

"LEADERSHIP"

(handoutLeadership Recommended Reading)





We all have choices.....lots of them.

From a 30,000-foot view, here are at least three (3) choices that we have:

- ***We can lead***
- ***We can follow***
- ***We can get out of the way***

.....***question ---- are these mutually exclusive?***



Let's talk about some "Myths of Leadership"





Myth #1

Leaders are born, not made





Myth #2

***Leadership skills
cannot be taught***





Myth #3

Anyone can lead if he or she has the motivation





Myth #4

*There is really only
one Leadership that
works and that is the
directive style*





OK, let's agree on some key
VERBS
that would describe how leaders
LEAD





Take a few minutes
Give it some private thought
and write down
five (5)

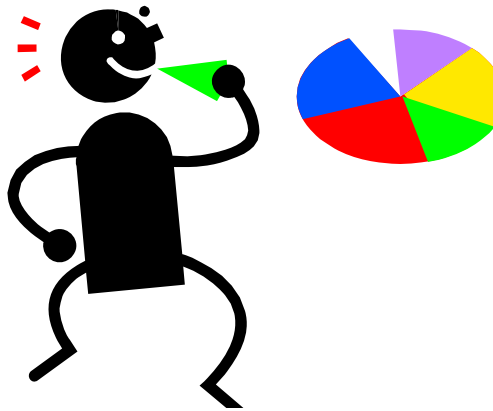
"Leadership" verbs





Let's see what you have
Tell us one of your

"Leadership" verbs





Here are samples of what others have said (in no particular order)let's compare lists

- > Inspire
- > Teach
- > Encourage
- > Enforce
- > Decide
- > Coordinate
- > Communicate
- > Coach
- > Direct
- > Facilitate
- > Write
- > Serve
- > Listen
- > Collaborate
- > Organize
- > Control
- > Promote
- > Cultivate
- > Develop
- > Prioritize
- > Align
- > Evaluate
- > Assess
- > Improve
- > Build
- > Understand
- > Manage
- > Clarify
- > Verbalize
- > Empathize
- > Sympathize
- > Debate
- > Respond



Are
“*Leadership*”
and
“*Management*”
the same thing?

How are they the same and how are they different?





Consider this.....

“Management is doing things right.....”

.....“Leadership is doing the right things”

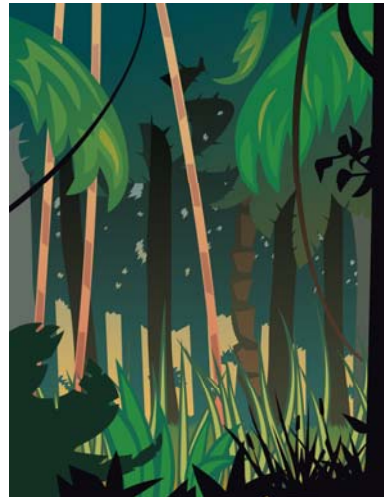
Management is efficiency in climbing the ladder of success.....**Leadership** determines whether the ladder is leaning against the right wall!



“The Jungle”

*Imagine a group of people cutting their way through the
jungle with machetes.*

They are the producers, the problem-solvers.





“The Jungle”

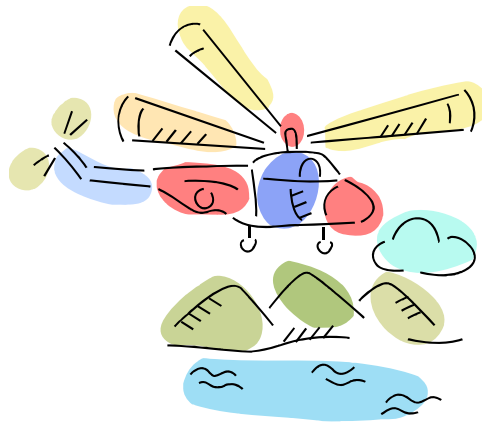
The managers are behind them, sharpening the machetes, writing policies and procedures, delivering training programs, bringing in new technologies, scheduling work, and administering people systems.





“The Jungle”

The leader is the one who climbs the tallest tree or ascends in the helicopter, surveys the entire situation, and yells down, “Wrong jungle!”





“The Jungle”

And how do the busy producers and managers often respond?

“Shut up! We’re making great progress!!!”





What is *"Brain Dominance Theory"*

and does it have any relevance to

LEADERSHIP?





“Brain Dominance Theory”

Left Brain

- more logical/verbal
- deals with words
- parts and specifics
- analysis (break it down)
- sequential thinking
- time bound

Right Brain

- more intuitive, creative
- deals with pictures
- wholes and the relationship between the parts
- synthesis (put it together)
- simultaneous and holistic thinking
- time free



So the Theory is that

“Leadership”

is primarily a high-powered right-brain activity. It is more of an art and based upon a philosophy.

The ability to manage well does not add much value if you are not in the right “jungle.” “Management” is the breaking down, the analysis, the sequencing, the specific application, the time-bound left-brain part of effective self-governing.



Do you buy into the theory?





How about the *effective traits* of a great leader?

Are there any?
What are they?



Take a few minutes
Give it some private thought
and write down
five (5)

Leadership
"traits"





Here are samples of what
others have said (in no particular order)
.....let's compare lists





Traits

- Integrity
- Dependability
- Risk-taker
- Understandable
- Predictable
- Reliable
- Consistent
- Trustworthy
- Character
- Intelligent
- Friendly
- Communicative
- Visionary
- Right-brained
- Values





Is there one most important quality or trait that an effective leader needs to possess?

General Norman Schwarzkopf once said that *Leadership is “character in action” and that 99 percent of leadership failures in the 20th century were failures of character !!*

What do you think?



So what is this thing called
"character"
and how do we get it!!!?





Is "Character" ???

-- our moral maturity

-- our level of commitment to doing the right thing , even when it costs us something.

-- winning the battles between **what we should do and what we want to do.**

-- **the person we are in the dark** when nobody is watching

-- our bundles of habits – both virtues and vices, those behaviors we repeat over and over and over again until they become unconscious responses (habits).



Learning from the experts

John Maxwell
and
Stephen Covey

"The 21 Irrefutable Laws
of Leadership"

and

"The Seven Habits of Highly Effective
People"



A sampling from

"The 21 Irrefutable Laws of Leadership"





THE LAW OF INTUITION

*Leaders evaluate everything with a
Leadership bias*





THE LAW OF CONNECTION

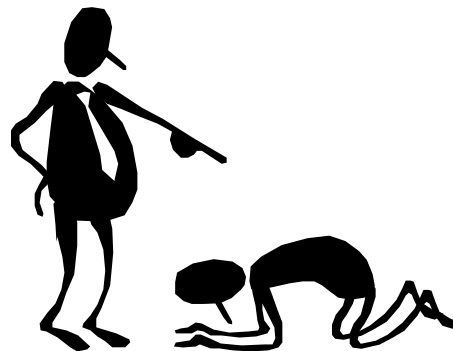
*Leaders touch a heart
before they ask for
a hand*





THE LAW OF INFLUENCE

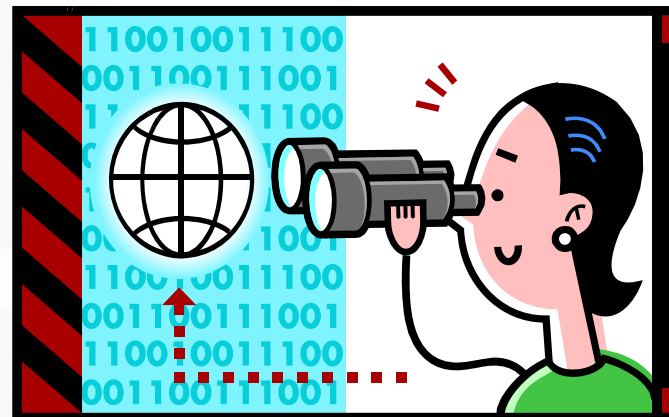
*The true measure of
Leadership
is
influence - - -
Nothing more, nothing less*





THE LAW OF BUY-IN

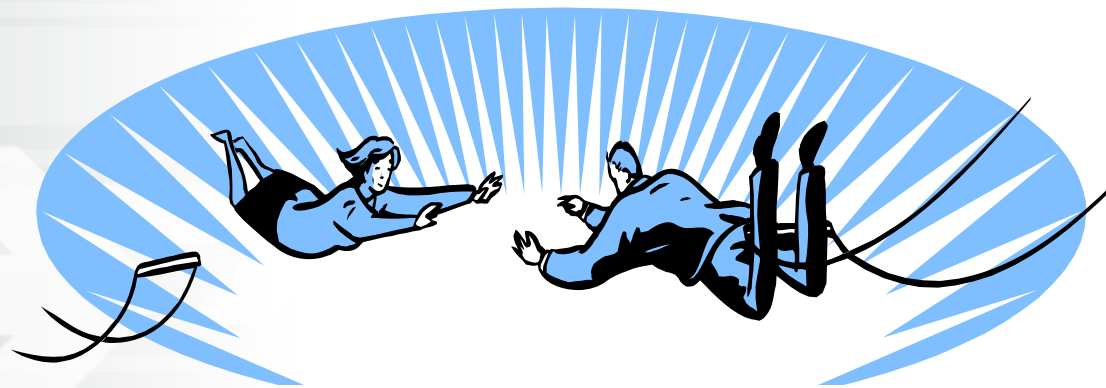
*People buy in to the
Leader
.....then the vision*





THE LAW OF SOLID GROUND

*Trust
is the foundation
of
Leadership*





A sampling from

"The Seven Habits of Highly Effective People"





The “Emotional Bank Account”

(Stephen Covey)

→ Deposits

- ☺ empathetic listening
- ☺ keep your promises
- ☺ faithful
- ☺ work to understand the person
- ☺ pay attention to the little things
- ☺ clarify expectations
- ☺ be loyal to those not present
- ☺ apologize sincerely when you make a withdrawal

→ Withdrawals

- a perceived lie
- selfishness
- lack of humility
- discourtesy
- disrespect
- interrupting
- talking over
- ignoring
- threatening
- becoming arbitrary
- having every answer



What are Paradigms and what do they have to do with LEADERSHIP?

A pattern or a model

A set of regulations that can:

establish boundaries

provide “rules for success” by solving problems within these boundaries

Paradigms act as filters that screen data as it comes to us



Observations about **PARADIGMS**

(handout)





Is
TEAMWORK
one of your
Organizational Values?





*"The Five Dysfunctions of a Team:
A Leadership Fable"*

by

Patrick Lencioni





The Five Dysfunctions of a Team

- **Absence of Trust**
- **Fear of Conflict**
- **Lack of Commitment**
- **Avoiding Accountability**
- **Lack of attention to RESULTS**



1. The Absence of Trust.....

stems from their unwillingness to be vulnerable within the group. Team members who are not genuinely open with one another about their mistakes and weaknesses make it impossible to build a foundation of trust.



2. The Fear of Conflict.....

results from low trust levels and it causes teams to be incapable of engaging in unfiltered and passionate debate of ideas. Instead, they resort to veiled discussions and guarded comments.



3. Lack of Commitment.....

results when there is no healthy conflict in a team. Without having aired their opinions in course of healthy debate, team members rarely, if ever, buy into and commit to decisions that come from the team. They usually fake agreement during meetings.



4. Avoiding Accountability.....

happens when team members do not commit and do not buy in. Without committing to a clear plan of action, even the most focused and driven people often hesitate to call their peers on actions and behaviors that seem counterproductive to the good of the team.



5. Lack of attention to RESULTS.....

occurs when team members put their individual needs (such as ego, career development, or recognition) above the needs of the team.



Lack of
attention
to results

Avoiding
accountability

Lack of Commitment

Fear of Conflict

Absence of Trust



*I am grateful for the opportunity
to be with you today.*

It has been my privilege to be with you today and I thank you for

your attentiveness

your enthusiasm for

the subject of

“LEADERSHIP”

and for what you do to serve others

